Claims:

What I claim as new and desire to secure by Letters Patent is as follows:

1. A computer-implemented forecasting method by which a business (hereinafter referred to as, the forecasting business) that is selling a product/service to a business (non-consumer) market, can, (1) forecast its market share, as a percent of the total units of currency to be captured in the market, (2) forecast its market share, in units of currency, (3) forecast a product/service pricing ratio, versus its leading competitor, that will be necessary for the forecasting business to use in order to attain its forecasted market share, (4) forecast its leading competitor's market share, as a percent of the total units of currency to be captured in the market, and, (5) forecast the combined market share of all of its other competitors, as a percent of the total units of currency to be captured in the market, said method comprising the steps of:

(a) inputting the forecast period (the time period for which the business (non-consumer) market is being evaluated by the forecasting business (for example, years 2005 through 2010)

(b) inputting an estimate of the **market size**: the size of the business (non-consumer) market, in total units of currency (for example, U.S. dollars) to be captured by all competitors combined, over the forecast period (as defined per (a) above)

(b)1. inputting the portion of (b) above that equals an estimate of the **first 12 months of the market size** (**the first 12 months of sales**): the size of the business (non-consumer) market, in total units of currency (for example, U.S. dollars) to be captured by ALL competitors combined in the first 12 months of sales

(c) for the forecasting business and its leading competitor respectively, inputting ratings ranging from 1 to 100, for 6 market resources, shown below, as per the Respective Rating Guidelines, also shown below, where the ratings represent the level of **market resources currently available** to pursue the respective business (non-consumer) market, as a percent (to a maximum of 100) of the **market resources needed to capture all sales in the first 12 months of sales** (sales per (b)1. above), with each of the 6 market resources having an importance weight, as a portion of 1.0000, also shown below

Each Market Resource must be rated as below for the forecasting business (its division responsible for the product/service) and its leading competitor (its division responsible for the product/service).

Market Resource (1.) Funds Committed/Available, (importance weight: .9900)

  Respective Rating Guidelines for Market Resource (1.):

  A rating must be provided, ranging from 1 to 100, where the rating represents the amount of **funds committed/available** to pursue the business (non-consumer) market, as a percent (to a maximum of 100) of the **funds needed to capture all sales in the first 12 months of sales** (sales per (b)1. above).

  When Rating Funds Committed/Available:

  Ratings must be increased for funds that business partners have committed, for example, for funds that you estimate suppliers or distributor channels currently have made available, specifically to help the respective division to serve the market.

  Ratings must be decreased for funds that are currently available, but that will need to be spent to get

the respective product/service ready to sell (specifically for the cost of product/service research and development, facilities, training, start-up/intense advertising and promotion).

Market Resource (2.) Product/Service Research & Development Personnel in Place, (importance weight: .0030)

Respective Rating Guidelines for Market Resource (2.):

A rating must be provided, ranging from 1 to 100, where the rating represents the number of product/service **research and development personnel in place** to pursue the business (non-consumer) market, as a percent (to a maximum of 100) of the number of product/service **research and development personnel needed to capture all sales in the first 12 months of sales** (sales per (b)1. above).

When Rating Research and Development Personnel in Place:

Ratings must be increased for research and development personnel that business partners have in place to serve the market.

Research and development personnel specifically include those responsible for any combination of:

Initial and ongoing product/service design, development, and testing

Technical training to internal personnel

Research and development personnel DO NOT include those that actually produce products or fulfill services.

Market Resource (3.) Production/Fulfillment Personnel in Place, (importance weight: .0020)

Respective Rating Guidelines for Market Resource (3.):

A rating must be provided, ranging from 1 to 100, where the rating represents the number of **production/fulfillment personnel in place** to pursue the business (non-consumer) market, as a percent (to a maximum of 100) of the number of **production/fulfillment personnel needed to capture all sales in the first 12 months of sales** (sales per (b)1. above).

When Rating Production/Fulfillment Personnel in Place:

Ratings must be increased for production/fulfillment personnel that business partners have in place to serve the market.

Production/fulfillment personnel specifically include those responsible for:

1) Any of the following in regards to a providing the initial product, warranty related products/parts, after warranty products/parts, and product upgrades;

Purchasing, manufacturing, storing, displaying, and delivery

2) Any of the following in regards to fulfilling a service;

Providing the initial service, warranty related service, after warranty service, and service upgrades

Market Resource (4.) Marketing Personnel in Place, (importance weight: .0025)

Respective Rating Guidelines for Market Resource (4.):

A rating must be provided, ranging from 1 to 100, where the rating represents the number of

marketing personnel in place to pursue the business (non-consumer) market, as a percent (to a maximum of 100) of the number of **marketing personnel needed to capture all sales in the first 12 months of sales** (sales per (b)1. above).

When Rating Marketing Personnel in Place for Each Division:

Ratings must be increased for marketing personnel that business partners have in place to serve the market.

Marketing personnel specifically include those responsible for:

Product/service advertising, promotion, market research, and market planning

Market Resource (5.) Sales Personnel in Place, (importance weight: .0015)

Respective Rating Guidelines for Market Resource (5.):

A rating must be provided, ranging from 1 to 100, where the rating represents the number of **sales personnel in place** to pursue the business (non-consumer) market, as a percent (to a maximum of 100) of the number of **sales personnel needed to capture all sales in the first 12 months of sales** (sales per (b)1. above).

When Rating Sales Personnel in Place for Each Division:

Ratings must be increased for sales personnel that business partners have in place to serve the market.

Sales personnel specifically include those responsible for:

Sales training, pre-sales support, and the actual selling of products/services

Market Resource (6.) Support Personnel in Place, (importance weight: .0010)

Respective Rating Guidelines for Market Resource (6.):

A rating must be provided, ranging from 1 to 100, where the rating represents the number of **support personnel in place** to pursue the business (non-consumer) market, as a percent (to a maximum of 100) of the number of **support personnel needed to capture all sales in the first 12 months of sales** (sales per (b)1. above).

When Rating Support Personnel in Place for Each Division:

Ratings must be increased for support personnel that business partners have in place to serve the market.

Support personnel specifically include those that provide:

The interface between customers and company personnel that are responsible for satisfying customers' post-sale requests, for example, in-warranty and after-warranty requests

(d) calculating the total strength of market resources, for the forecasting business and its leading competitor respectively, with each calculation ranging from 1 to 100, and equaling the total amount resulting from multiplying each respective rating that will have been input for the 6 market resources in (c) above, by each respective importance weight, as provided by this method, for the 6 market resources in (c) above

(e) for both the forecasting business and its leading competitor, inputting ratings, ranging from 1 to 100, for

the 3 market receptivity factors shown below, per the Respective Rating Guidelines also shown below, where the ratings represent **the current level of the market receptivity factor as compared to the maximum level of 100,** with each of the 3 market receptivity factors having an importance weight, as a portion of 1.0000, also as shown below

Market Receptivity Factors to be Rated (for the forecasting business and its leading competitor respectively):

Market Receptivity Factor (1.) Confidence Level (For Stability), (importance weight: .2970)

Respective Rating Guidelines for Market Receptivity Factor (1.):

A rating must be provided, ranging from 1 to 100, where the rating represents the current level of purchasers'/decision makers' confidence in the stability (financial, ethical, political) of the business to perform as expected, as compared to the maximum level of 100.

And ratings should allow for confidence in the stability of business/market partners too (e.g., key suppliers, key distributors, etc.).

And if purchasers'/decision makers' receptivity to a respective business' product/service is expected to be LESS THAN SATISFACTORY, then that business may receive a confidence level rating of ONLY 1. Also see (W), below.

(W) If a business has ANY Market Resource, per (c) above, rated at:	Then the respective business may receive a MAXIMUM Confidence Level of:
1	79
2 to 9	80
10 to 24	85
25 to 49	90
50 to 99	95

Market Receptivity Factor (2.) Match to Market Needs (purchasers'/decision makers' receptivity to the product/service), (importance weight: .6930)

Respective Rating Guidelines for Market Receptivity Factor (2.)

NOTE: This Market Receptivity Factor must be rated according to whether or not the market is a Non-Displacement Market, or a Displacement Market, each of which is defined below.

Match to Market Needs For Non-Displacement Markets:

Non-Displacement Markets Defined

In a Non-Displacement Market, one of the following is true.

1) To make a sale, a competitor will NOT need to displace another competitor's product/service that is already in use at a purchaser's site.

Or...

2) In spite of needing to displace another competitor's product service to make a sale, the displacing competitor's product/service will NOT require customers to incur significant start-up expenses or interruption costs, that are not also required by the in-use product/service.

A rating must be provided, according to the guide below, where the rating represents the **current level** of purchasers'/decision makers' receptivity to the offered product/service: attributes of the deliverable, experience record, implementation impact, availability, follow-through, support, and other services, as compared to the **maximum level** of 100.

Pricing and market share SHOULD NOT be considered when rating receptivity.

Guide for rating both businesses in a Non-Displacement Market	Receptivity Rating/Range
A. For a LESS THAN SATISFACTORY product/service	1
B. For a SATISFACTORY TO BETTER THAN SATISFACTORY product/service	70-85, also see (W), below
C. For a GOOD TO EXCEPTIONAL product/service	86 - 100, also see (W), below

(W) If a business has been rated at a Confidence Level of:	Then REDUCE the product/service rating you were planning to give to the respective business by:
90 to 94	2%
85 to 89	4%
80 to 84	7%
70 to 79	11%
60 to 69	17%
50 to 59	26%
40 to 49	39%
30 to 39	55%
20 to 29	75%
10 to 99	93%
1 to 9	99%

Match to Market Needs For Displacement Markets:

Displacement Markets Defined

In a Displacement Market, BOTH of the following are true.

1) To make a sale, a competitor will need to displace another competitor's product/service that is already in use at a purchaser's site.

AND AS IMPORTANTLY...

2) The displacing competitor's product/service will require customers to incur significant start-up expenses or interruption costs that are not required by in-use product/service.

Displacement Markets must be evaluated separately from non-displacements markets. Also, if only a portion of the purchasers/decision makers is in a Displacement Market, that portion must be evaluated as a separate Displacement/Market.

A rating must be provided, according to the guide below, where the rating represents the **current level of purchasers'/decision makers' receptivity** to the offered product/service: attributes of the deliverable, experience record, implementation impact, availability, follow-through, support, and other services, as compared to the **maximum level** of 100.

Pricing and market share SHOULD NOT be considered when rating receptivity.

Guide for rating both businesses in a Displacement Market: Typically rate one business as In-Place and one as Displacing. Both may be rated as Displacing businesses if both are trying to displace a third competitor that is weaker than both.	Receptivity Rating/Range
A. For a LESS THAN SATISFACTORY product/service	**For the In-Place Business:** A Maximum Rating of 3, also see (X), below **For the Displacing Business: 1**
B. For a SATISFACTORY TO BETTER THAN SATISFACTORY product/service	**For the In-Place Business:** 70 - 85, also see (X), below **For the Displacing Business:** see (Y), below
C. For a GOOD TO EXCEPTIONAL product/service	**For the In-Place Business:** 86 – 100, also see (X), below **For the Displacing Business:** see (Y), below

(X) For the In-Place Business... If a Business Has Been Rated at a Confidence Level of:	Then REDUCE the Product/Service Rating You Were Planning to Give to the Respective Business by:
90 to 94	2%
85 to 89	4%
80 to 84	7%
70 to 79	11%
60 to 69	17%
50 to 59	26%
40 to 49	39%
30 to 39	55%
20 to 29	75%
10 to 99	93%
1 to 9	99%

(Y) For the Displacing Business ... If the Displacing Business' Confidence Level is:	Then the MAXIMUM rating the Displacing Business may receive for an EXCEPTIONAL Product/Service is:
49 or less AND the In-Place Business' is 90 to 100	1, also see (Z), below
49 or less AND the In-Place Business' is 85 to 89	3, also see (Z), below
49 or less AND the In-Place Business' is 80 to 84	6, also see (Z), below
49 or less AND the In-Place Business' is 70 to 79	10, also see (Z), below
49 or less AND the In-Place Business' is 60 to 69	16, also see (Z), below
49 or less AND the In-Place Business' is 50 to 59	24, also see (Z), below
49 or less AND the In-Place Business' is 49 or less	35, also see (Z), below
50 to 59 AND the In-Place Business' is 90 to 100	3, also see (Z), below

50 to 59 AND the In-Place Business' is 85 to 89	6, also see (Z), below
50 to 59 AND the In-Place Business' is 80 to 84	10, also see (Z), below
50 to 59 AND the In-Place Business' is 70 to 79	16, also see (Z), below
50 to 59 AND the In-Place Business' is 60 to 69	24, also see (Z), below
50 to 59 AND the In-Place Business' is 50 to 59	35, also see (Z), below
50 to 59 AND the In-Place Business' is 49 or less	50, also see (Z), below
60 to 69 AND the In-Place Business' is 90 to 100	6, also see (Z), below
60 to 69 AND the In-Place Business' is 85 to 89	10, also see (Z), below
60 to 69 AND the In-Place Business' is 80 to 84	16, also see (Z), below
60 to 69 AND the In-Place Business' is 70 to 79	24, also see (Z), below
60 to 69 AND the In-Place Business' is 60 to 69	35, also see (Z), below
60 to 69 AND the In-Place Business' is 50 to 59	50, also see (Z), below
60 to 69 AND the In-Place Business' is 49 or less	70, also see (Z), below
70 to 79 AND the In-Place Business' is 90 to 100	10, also see (Z), below
70 to 79 AND the In-Place Business' is 85 to 89	16, also see (Z), below
70 to 79 AND the In-Place Business' is 80 to 84	24, also see (Z), below
70 to 79 AND the In-Place Business' is 70 to 79	35, also see (Z), below

70 to 79 AND the In-Place Business' is 60 to 69	50, also see (Z), below
70 to 79 AND the In-Place Business' is 50 to 59	70, also see (Z), below
70 to 79 AND the In-Place Business' is 49 or less	95, also see (Z), below
80 to 84 AND the In-Place Business' is 90 to 100	16, also see (Z), below
80 to 84 AND the In-Place Business' is 85 to 89	24, also see (Z), below
80 to 84 AND the In-Place Business' is 80 to 84	35, also see (Z), below
80 to 84 AND the In-Place Business' is 70 to 79	50, also see (Z), below
80 to 84 AND the In-Place Business' is 60 to 69	70, also see (Z), below
80 to 84 AND the In-Place Business' is 50 to 59	95, also see (Z), below
80 to 84 AND the In-Place Business' is 49 or less	97, also see (Z), below
85 to 89 AND the In-Place Business' is 90 to 100	24, also see (Z), below
85 to 89 AND the In-Place Business' is 85 to 89	35, also see (Z), below
85 to 89 AND the In-Place Business' is 80 to 84	50, also see (Z), below
85 to 89 AND the In-Place Business' is 70 to 79	70, also see (Z), below
85 to 89 AND the In-Place Business' is 60 to 69	95, also see (Z), below
85 to 89 AND the In-Place Business' is 50 to 59	97, also see (Z), below
85 to 89 AND the In-Place Business' is 49 or less	99, also see (Z), below

90 to 100 AND the In-Place Business' is 90 to 100	35, also see (Z), below
90 to 100 AND the In-Place Business' is 85 to 89	50, also see (Z), below
90 to 100 AND the In-Place Business' is 80 to 84	70, also see (Z), below
90 to 100 AND the In-Place Business' is 70 to 79	95, also see (Z), below
90 to 100 AND the In-Place Business' is 60 to 69	97, also see (Z), below
90 to 100 AND the In-Place Business' is 50 to 59	99, also see (Z), below
90 to 100 AND the In-Place Business' is 49 or less	100, also see (Z), below

(Z) A lower rating must be given if the product/service is less than EXCEPTIONAL. (For example, a product/service that would qualify for a rating of 50, if EXCEPTIONAL, would receive a rating of 45, if it were 90% of EXCEPTIONAL.)

Market Receptivity Factor (3.) Name Recognition, (importance weight: .0100)

Respective Rating Guidelines for Market Receptivity Factor (3.):

A rating must be provided, ranging from 1 to 100, where the rating represents the current level of purchasers'/decision makers' name recognition (awareness) of the offered product/service, as compared to the maximum level of 100.

And if purchasers'/decision makers' receptivity to a respective business' product/service is expected to be LESS THAN SATISFACTORY, then that business may receive a name recognition rating of ONLY 1. Also see ZZ, below.

ZZ If a business has been rated at a Confidence Level of:	Then REDUCE the name recognition (awareness) rating you were planning to give to the respective business by:
90 to 94	2%
85 to 89	4%
80 to 84	7%
70 to 79	11%
60 to 69	17%
50 to 59	26%

40 to 49	39%
30 to 39	55%
20 to 29	75%
10 to 99	93%
1 to 9	99%

(f) calculating total market receptivity, for the forecasting business and its leading competitor respectively, with each calculation ranging from 1 to 100, and equaling the total amount that will result from multiplying each respective rating that will have been input for the 3 market receptivity factors in (e) above, by each respective importance weight, as provided by this method, for the 3 market receptivity factors in (e) above

(g) inputting estimates, as follows in (1) through (4) immediately below, of the number of other competitors (competitors in addition to the forecasting business and its leading competitor) that are trying to capture a share of the business (non-consumer) market for the forecast period:

(1) inputting the number of other competitors that are trying to capture a share of the business (non-consumer) market for the forecast period, whose total strength of market resources is 91 to 100% (where .955, is the average total strength of market resources, in decimal format, used by this method) as strong as that of the forecasting business' leading competitor's total strength of market resources, as determined per (d) above

(2) inputting the number of other competitors that are trying to capture a share of the business (non-consumer) market for the forecast period, whose total strength of market resources is 81 to 90% (where .855, is the average total strength of market resources, in decimal format, used by this method) as strong as that of the forecasting business' leading competitor's total strength of market resources, as determined per (d) above

(3) inputting the number of all other competitors that are trying to capture a share of the business (non-consumer) market for the forecast period

(3) (1.) inputting the average total strength of market resources, for the number of all other competitors, as input per (3), immediately above, that are trying to capture a share of the business (non-consumer) market for the forecast period, whose total strength of market resources ranges from 1 to 80% (where .01 to .80, must be input for this method) as strong as that of the forecasting business' leading competitor's total strength of market resources, as determined per (d) above

(h) calculating the total strength of market resources for all other competitors (competitors in addition to the forecasting business and its leading competitor) that are trying to capture a share of the business (non-consumer) market for the forecast period, where the calculation equals the total of: the number of other competitors input for (g) (1) immediately above, multiplied by total strength of market resources percentage used in (g) (1) immediately above, multiplied by the total strength of market resources for forecasting business' leading competitor, per (d) above, plus, the number of other competitors input for (g)

(2) immediately above, multiplied by total strength of market resources percentage used in (g) (2) immediately above, multiplied by the total strength of market resources for forecasting business' leading competitor, per (d) above, plus, the number of other competitors input for (g) (3) immediately above, multiplied by total strength of market resources percentage used in (g) (3) (1.) immediately above, multiplied by the total strength of market resources for forecasting business' leading competitor, per (d) above

(i) calculating the total strength of market resources for all competitors combined (the forecasting business, its leading competitor, and other competitors that are trying to capture a share of the business (non-consumer) market for the forecast period), such calculation equaling the total of (d) above plus (h) above

(j) generating forecasted market share in terms of:

(1) the percent of the total units of currency (market size, for example, U.S. dollars) that is estimated to be captured by the forecasting business in the business (non-consumer) market, based on dividing the total strength of market resources for the forecasting business, per (d) above, by the total strength of market resources for all competitors combined, per (i) immediately above

(2) the portion of market size, in units of currency, (for example, U.S. dollars) that is estimated to be captured by the forecasting business in the business (non-consumer) market, based on multiplying (b) above, by (j) (1) immediately above

(3) a product/service pricing ratio, versus its leading competitor, that will be necessary for the forecasting business to use in order to attain its forecasted market share in the business (non-consumer) market, based on dividing total market receptivity for the forecasting business, per (f) above, by total market receptivity for its leading competitor, also per (f) above

(4) the percent of the total units of currency (market size, for example, U.S. dollars) that is estimated to be captured by the forecasting business' leading competitor in the business (non-consumer) market, based on dividing the total strength of market resources for the forecasting business' leading competitor, per (d) above, by the total strength of market resources for all competitors combined, per (i) above

(5) the percent of the total units of currency (market size, for example, U.S. dollars) that is estimated to be captured by all other competitors in the business (non-consumer) market, based on dividing the total strength of market resources for all other competitors, per (h) above, by the total strength of market resources for all competitors combined, per (i) above

Example of Input to Achieve Claims; Non Displacement Market:

Forecast Period	2005 – 2010
Market Size (U.S. $'s)	$10,000,000,000
First 12 Months of the Market Size (U.S. $'s)	$1,000,000,000

Market Resources	Ratings (From 1-100)	
	Forecasting Business	Leading Competitor
Funds Committed/Available	10	50
Product/Service Research & Development Personnel in Place	10	50
Production/Fulfillment Personnel in Place	10	50
Marketing Personnel in Place	10	50
Sales Personnel in Place	10	50
Support Personnel in Place	10	50
Market Receptivity Factors	Forecasting Business	Leading Competitor
Confidence Level (For Stability)	80	95
Match to Market Needs (In this case, the forecasting business and forecasting business' leading competitor have products (Match to Market Needs) that could be rated at 100, but the forecasting business' rating is reduced because of its Confidence Level (For Stability) rating of 80.	93	100
Name Recognition: In this case, the forecasting business and forecasting business' leading competitor have Name Recognition that could be rated at 100, but the forecasting business' rating is reduced because of its Confidence Level (For Stability) rating of 80.	93	100

Other Competitors	
Number of other competitors whose total strength of market resources is 91 to 100% as strong as that of the forecasting business' leading competitor's total strength of market resources	1

Number of other competitors whose total strength of market resources is 81 to 90% as strong as that of the forecasting business' leading competitor's total strength of market resources	1
Number of all other competitors	1
Average total strength of market resources, for the number of all other competitors, immediately above, whose total strength of market resources ranges from 1 to 80% (where .01 to .80, must be input for this method) as strong as that of the forecasting business' leading competitor's total strength of market resources	.50

Example of Claims: Resulting from Example of Input to Achieve Claims; For a Non-Displacement Market

Forecasting business' market share, as a percent of the total units of currency	5.7%
Forecasting business' market share, in units of currency	$570,000,000
Forecasting business' product/service pricing ratio, versus its leading competitor	90%
Forecasting business' leading competitor's market share, as a percent of the total units of currency	28.5%
Combined market share of all of the forecasting business' other competitors, as a percent of the total units of currency	65.8%

Example of Input to Achieve Claims; Displacement Market (In this example the forecasting business is the displacing company/division.):

Forecast Period	2005 – 2010
Market Size (U.S. $'s)	$10,000,000,000
First 12 Months of the Market Size (U.S. $'s)	$1,000,000,000

Market Resources	Ratings (From 1-100)	
	Forecasting Business	Leading Competitor
Funds Committed/Available	10	50
Product/Service Research & Development Personnel in Place	10	50
Production/Fulfillment Personnel in Place	10	50

Marketing Personnel in Place	10	50
Sales Personnel in Place	10	50
Support Personnel in Place	10	50
Market Receptivity Factors	**Forecasting Business**	**Leading Competitor**
Confidence Level (For Stability)	80	95
Match to Market Needs: In this case, the forecasting business and forecasting business' leading competitor have products (Match to Market Needs) that could be rated at 100, but the forecasting business' rating is reduced because of its Confidence Level (For Stability) rating of 80 and also because it is the displacing business.	16	100
Name Recognition: In this case, the forecasting business and forecasting business' leading competitor have Name Recognition that could be rated at 100, but the forecasting business' rating is reduced because of its Confidence Level (For Stability) rating of 80.	93	100

Other Competitors	
Number of other competitors whose total strength of market resources is 91 to 100% as strong as that of the forecasting business' leading competitor's total strength of market resources	1
Number of other competitors whose total strength of market resources is 81 to 90% as strong as that of the forecasting business' leading competitor's total strength of market resources	1
Number of all other competitors	1
Average total strength of market resources, for the number of all other competitors, immediately above, whose total strength of market resources ranges from 1 to 80% (where .01 to .80 must be input for this method) as strong as that of the forecasting business' leading competitor's total strength of market resources	.50

Example of Claims: Resulting from Example of Input to Achieve Claims; For a Displacement Market

Forecasting business' market share, as a percent of the total units of currency	5.7%
Forecasting business' market share, in units of currency	$570,000,000
Forecasting business' product/service pricing ratio, versus its leading competitor	36%
Forecasting business' leading competitor's market share, as a percent of the total units of currency	28.5%
Combined market share of all of the forecasting business' other competitors, as a percent of the total units of currency	65.8%